



# NEW ORLEANS POLICE DEPARTMENT OPERATIONS MANUAL

## CHAPTER: 13.34

### TITLE: EVALUATION OF EMPLOYEES

**EFFECTIVE: 10/01/2017**

**REVISED: Replaces Policy/Procedure 1002**

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#### PURPOSE

The purpose of this Chapter is to set forth a process for completing member performance evaluations. This Chapter covers probationary and permanent employees, as well as commissioned and non-commissioned members. Supervision, evaluation, and rating of members shall be the responsibility of the member's immediate supervisor. This evaluation process does not apply to those evaluations conducted by Field Training Officers (FTO) under the FTO Program (see **Chapter 33.4.3 – Field Training Program**).

#### POLICY STATEMENT

1. All employees shall be trained in conducting performance evaluations and the use of the performance evaluation forms upon promotion to the rank of Sergeant, or in the case of civilians, first line supervisory positions. For all evaluations required by the City of New Orleans, the training shall be conducted by the Department of City Civil Service and organized by the Education & Training Division. NOPD specific performance evaluation training shall be conducted by the Education & Training Division.
2. For all evaluations required by the City of New Orleans, performance evaluations shall be completed as per the directions found in the Job Counseling and Evaluation Report Rating Manual, which is compiled and maintained by the Department of City Civil Service. The Rating Manual contains measurement definitions and procedures for the use of performance evaluation forms. This manual shall be provided to supervisory employees at the time they are trained in conducting performance evaluations. Performance is measured on a five point scale and categorized as follows:
  - (a) *Unsatisfactory*: scores between 1.0 and 1.5.
  - (b) *Needs Improvement*: scores between 1.6 and 2.5.
  - (c) *Competent*: scores between 2.6 and 3.5.
  - (d) *Exceeds Requirements*: scores between 3.6 and 4.5.
  - (e) *Outstanding*: scores between 4.6 and 5.0.
3. NOPD has established a formalized system documenting performance evaluations for each employee by the employee's direct supervisor that include assessments of:
  - (a) Community engagement and communication with the public as appropriate to assignment.
  - (b) Use of community-policing and problem-solving strategies as appropriate to assignment.
  - (c) Civilian commendations and complaints.
  - (d) Disciplinary actions.

- (e) Compliance with policies on usage of sick leave and other leave.
- (f) Compliance with policies on police secondary employment.
- (g) Safety (e.g. POST officer safety standards and vehicle operations).
- (h) Training.
- (i) Report writing.
- (j) Decision-making skills.
- (k) When completing annual performance evaluations on supervisory personnel, a supervisor's direct supervisor shall evaluate the quality of his or her rating of other employees.

## PROBATIONARY EMPLOYEES

4. When a probationary Police Officer I (P/O I) is released from the supervision of his/her FTO upon successful completion of the FTO Program, it shall be incumbent upon the P/O I's immediate supervisor (not the FTO) to continue the evaluation of the officer on a bi-monthly basis, using **Probationary Evaluation Form (Form 18)** until the probationary period is completed and the employee has attained permanent status.
5. Supervisors shall complete Form 18 on all probationary employees under their supervision at the end of the second, fourth, sixth, eighth, and tenth months of the employee's probationary period.
6. Employees shall be evaluated in all applicable categories, including recommendations for continued employment, evaluation/counseling, or dismissal.
7. When a supervisor rates an employee as "*NEEDS IMPROVEMENT*" or "*UNSATISFACTORY*" in any category, the supervisor shall initiate a "Meeting with the Commander" intervention in Insight so that the Commanding Officer may provide performance counseling (see **Chapter 35.1.9 – INSIGHT**).
8. Employees may be recommended for counseling/evaluation without being rated "*NEEDS IMPROVEMENT*" or "*UNSATISFACTORY*" in any category. In those cases, a written explanation shall be provided in the remarks section of the Probationary Evaluation Form. Commanding Officers shall utilize the procedures outlined in **Chapter 35.1.9 – INSIGHT** to document any recommended and conducted counseling.
9. All performance evaluations shall contain a detailed written explanation of the officer's performance, including any areas in which the officer's performance needs to improve, and areas of particular growth and achievement during the rating period.
10. In specialized units where there is a designated training officer, it shall be the responsibility of the probationary employee's immediate supervisor to confer with the training officer prior to completing Form 18. Observations or comments by the training officer shall be noted as such in the evaluation report where appropriate.
11. Probationary employees shall be informed of the results of their evaluation by the evaluating supervisor. The probationary employee shall be counseled at the conclusion of the rating period by his/her immediate supervisor in, at least, the following areas:
  - (a) Results of the performance evaluation just completed;
  - (b) The level of performance expected, rating criteria or goals for the upcoming reporting period; and
  - (c) Career counseling relative to advancement, specialization, or training appropriate for the employee's position.
12. The probationary employee is required to sign the Probationary Evaluation Form. The

probationary employee shall be given the opportunity to make written comments to supplement the completed probationary evaluation. The evaluating supervisor shall supply the probationary employee with a copy of the completed, commented and signed probationary evaluation form.

13. Probationary employees who wish to contest a probationary evaluation shall forward an interoffice correspondence (form 105) to their Commanding Officer through their chain of command.
14. The completed Form 18 shall be forwarded to the evaluating supervisor's Commanding Officer within five (5) days of the end of the appropriate evaluation period. The Commanding Officer shall review and sign the form. The Commanding Officer shall forward the approved and signed form to the Human Resource Management Division within five (5) days of receipt of the form.
15. After completion of the tenth month Probationary Evaluation Form, the supervisor shall review the cumulative performance of the probationary employee and complete the 11<sup>th</sup> Month Probationary Form.
16. Recommendations for demotion or dismissal shall be supported by supplemental correspondence from the employee's Commanding Officer, through the chain of command, to the Human Resource Management Division. Such correspondence shall be submitted no later than 25 days prior to the completion of the employee's probationary period.
17. The employee's Commanding Officer shall submit the 11<sup>th</sup> Month Probationary Form to the Human Resource Management Division no later than 25 days prior to the completion of the probationary period.
18. Probationary evaluation forms which are not received by the Human Resource Management Division within the allotted time period shall be considered delinquent. A list of all delinquent probationary forms shall be sent to the evaluating unit's Bureau Chief on a monthly basis.
19. The immediate responsibility for identifying, documenting, and reporting unsatisfactory performance on the part of any probationary employee exists with his/her immediate supervisor, and, where appropriate, his/her designated unit training officer.
20. Commanding Officers may recommend dismissal or, if appropriate, demotion at any time during the probationary period by submitting a review of the employee's performance on a supplemental correspondence to the Human Resource Management Division.
21. Employees who have completed their probationary periods with no "*UNSATISFACTORY*" ratings or recommendations shall automatically be certified in a permanent status by the Human Resource Management Division and the Department of City Civil Service.
22. Copies of the probationary reports shall be maintained in the employee's personnel jacket file in the Human Resource Management Division. These documents shall be accessible to the employee through INSIGHT.

#### **DEPARTMENTAL QUARTERLY PERFORMANCE EVALUATIONS**

23. There are three (3) NOPD Quarterly Performance Evaluations each year. Quarterly Performance Evaluations shall be completed within one month of the end of each of the first three (3) quarters. (The Annual Performance Evaluation Form is done after the end of the 4<sup>th</sup> quarter.) The Quarterly Performance Evaluation Form can be found on the NOPD web site under "[Forms](#)."
24. The quarterly rating periods are:
  - (a) January 1 – March 31      Due: April 30

(b) April 1 – June 30

Due: July 31

(c) July 1 – September 30

Due: October 31

25. Quarterly Performance Evaluations shall be completed by the employee's immediate supervisor for the period under review. If the employee has changed supervisors during the review period, the supervisor the employee was under the longest will do the evaluation.
26. Employees shall be evaluated in all applicable categories as directed by current evaluation procedure and as is appropriate to the employee's current assignment.
27. Written notification of unsatisfactory performance shall be provided to the employee on the evaluation form, and the supervisor shall initiate a plan for improvement via INSIGHT or a Job Performance Improvement (see **Chapter 35.1.9 – INSIGHT** or **Chapter 32.27.1 – Job Performance Improvement Plan (JPIP)**).
28. All Quarterly Performance Evaluation Forms shall be signed by the evaluating supervisor (rater) in the appropriate space. Each rater's supervisor shall initial the signature of the evaluating supervisor indicating that he/she has reviewed the evaluation.
29. All employees shall be informed of the results of their evaluation by the evaluating supervisor. The employee shall be counseled at the conclusion of the rating period by his/her supervisor in, at least, the following areas:
  - (a) Results of the performance evaluation just completed;
  - (b) The level of performance expected, rating criteria or goals for the upcoming reporting period; and
  - (c) Career counseling relative to advancement, specialization, or training appropriate for the employee's position.
30. The employee is required to sign the Quarterly Evaluation Form. The employee shall be given the opportunity to make written comments to supplement the completed evaluation. The evaluating supervisor shall supply the employee with a copy of the completed, commented and signed evaluation form.
31. Copies of Quarterly Evaluations shall be maintained in the employee's personnel jacket file in the Human Resources Management Division. These documents shall be accessible to the employee through INSIGHT. Performance evaluations shall be maintained by the Department.

#### **CITY OF NEW ORLEANS ANNUAL EVALUATIONS**

32. City of New Orleans annual performance evaluations shall be completed annually, as per Civil Service Rule XI, Service Ratings.
33. The Annual Performance Evaluation Form shall be completed by the employee's immediate supervisor.
34. All performance evaluations shall contain a detailed written explanation of the officer's performance, including any areas in which the officer's performance needs to improve, and areas of particular growth and achievement during the rating period.
35. Employees shall be evaluated in all applicable categories as directed by current Civil Service procedure and as is appropriate to the employee's current assignment.
36. Written notification of unsatisfactory performance shall be provided to the employee as per Civil Service Rule XI, Service Ratings. Non-probationary employees whose performance is deemed unsatisfactory in the first three quarters of the year shall be notified in writing of this status at least ninety (90) days prior to the end of the annual rating period.

37. All Annual Performance Evaluation Forms shall be signed by the evaluating supervisor (rater) in the appropriate space. Each rater's supervisor shall initial the signature of the evaluating supervisor indicating that he/she has reviewed the evaluation. All Annual Performance Evaluation Forms shall be reviewed and signed by the appointing authority, or his/her designee as specified by Civil Service Rule XI, Service Ratings.
38. All employees shall be informed of the results of their evaluation by the evaluating supervisor. The employee shall be counseled at the conclusion of the rating period by his/her supervisor in, at least, the following areas:
  - (a) Results of the performance evaluation just completed;
  - (b) The level of performance expected, rating criteria or goals for the upcoming reporting period; and
  - (c) Career counseling relative to advancement, specialization, or training appropriate for the employee's position.
39. The employee is required to sign the Annual Performance Evaluation Form. The employee shall be given the opportunity to make written comments to supplement the completed evaluation. The evaluating supervisor shall supply the employee with a copy of the completed, commented and signed evaluation.
40. Appeals of contested evaluations shall be processed as per Civil Service Rule XI, Service Ratings.
41. Copies of the Annual Performance Evaluation Form shall be maintained in the employee's personnel jacket file in the Human Resource Management Division. These documents shall be accessible to the employee through INSIGHT.